

OPERATING UNIT SIZE / EFFICIENCY INDEX						
AREA	OPERATING UNITS	USERS	% of Services within the OU	Raw Efficiency Index	Efficiency Index	Efficiency Adjusted User Cost
Aberdeen	Sac & Fox	813	68%	130.1%	130.0%	4,188
Aberdeen	Winnebago	4,189	78%	108.5%	108.5%	3,495
Aberdeen	Omaha	3,773	77%	109.9%	109.9%	3,539
Aberdeen	Santee	1,372	58%	123.2%	123.2%	3,968
Aberdeen	Northern Ponca	1,667	88%	120.6%	120.6%	3,885
Aberdeen	Turtle Mountain	13,760	78%	92.8%	92.8%	2,990
Aberdeen	Standing Rock	9,864	67%	97.2%	97.2%	3,131
Aberdeen	Spirit Lake (Ft. Totten)	5,201	63%	105.6%	105.6%	3,403
Aberdeen	Three Affiliated (Ft. Berthold)	5,944	62%	103.9%	103.9%	3,346
Aberdeen	Trenton	1,563	72%	121.5%	121.5%	3,913
Aberdeen	Rapid City	12,324	66%	94.3%	94.3%	3,037
Aberdeen	Cheyenne River	8,427	67%	99.3%	99.3%	3,198
Aberdeen	Pine Ridge	23,613	74%	85.7%	87.5%	2,819
Aberdeen	Rosebud	13,731	72%	92.9%	92.9%	2,991
Aberdeen	Sisseton-Wahpeton	6,088	65%	103.6%	103.6%	3,336
Aberdeen	Yankton	4,278	66%	108.2%	108.2%	3,486
Aberdeen	Flandreau	1,767	72%	119.8%	119.8%	3,861
Aberdeen	Crow Creek	3,853	66%	109.6%	109.6%	3,530
Aberdeen	Lower Brule	2,113	61%	117.5%	117.5%	3,785
Alaska	Aleutian Pribilof Islands Association	1,019	95%	127.1%	175.1%	5,640
Alaska	Arctic Slope Regional Tribe	5,028	95%	106.1%	154.1%	4,963
Alaska	Bristol Bay Area Health	7,152	96%	101.4%	149.4%	4,814
Alaska	Chugachmiut Tribe	1,849	81%	119.2%	167.2%	5,388
Alaska	Copper River Native Association	497	90%	136.5%	178.0%	5,734
Alaska	Eastern Aleutian Tribe	968	91%	127.8%	175.8%	5,662
Alaska	Kenaitze Indian Tribe	1,309	72%	123.8%	148.8%	4,793
Alaska	Ketchikan Indian Corporation	3,184	81%	112.1%	160.1%	5,157
Alaska	Kodiak	2,777	68%	113.9%	161.9%	5,215
Alaska	Maniilaq	7,200	96%	101.4%	149.4%	4,811
Alaska	Metlakatla Indian Tribe	1,490	82%	122.1%	170.1%	5,479
Alaska	Misc. Anchorage Tribes	341	94%	141.5%	155.0%	4,993
Alaska	Ninilchik	224	95%	147.0%	178.0%	5,734
Alaska	Norton Sound	7,411	95%	101.0%	149.0%	4,799
Alaska	Seldovia	744	59%	131.2%	178.0%	5,734
Alaska	Southcentral Foundation	28,644	88%	83.2%	112.5%	3,624
Alaska	Southeast Alaska Regional Health	11,334	77%	95.4%	143.4%	4,619
Alaska	Tanana Chiefs Conference	13,032	69%	93.5%	141.5%	4,560
Alaska	Yukon Kuskokwim	19,790	92%	88.0%	136.0%	4,382
Albuquerque	Albuquerque	31,003	76%	82.1%	87.5%	2,819
Albuquerque	Acoma-Canoncito-Laguna	11,689	66%	95.0%	95.0%	3,059
Albuquerque	Mescalero	4,247	65%	108.3%	108.3%	3,489
Albuquerque	Santa Fe	18,363	76%	89.0%	89.0%	2,868
Albuquerque	Zuni	11,224	85%	95.5%	95.5%	3,077
Albuquerque	So Colorado Ute	5,256	73%	105.5%	105.5%	3,398
Albuquerque	Ysleta Del Sur	861	15%	129.3%	129.3%	4,165
Albuquerque	Jicarilla	3,740	64%	110.0%	110.0%	3,543
Bemidji	Bad River	1,928	40%	118.7%	118.7%	3,823
Bemidji	Bay Mills	1,172	68%	125.2%	125.2%	4,034
Bemidji	Fond Du Lac	5,475	85%	105.0%	105.0%	3,381
Bemidji	Forest County	830	64%	129.8%	129.8%	4,181

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Bemidji	Grand Portage	472	10%	137.2%	130.0%	4,188
Bemidji	Grand Traverse	1,506	25%	121.9%	121.9%	3,928
Bemidji	Greater Leech Lake	9,217	76%	98.1%	98.1%	3,160
Bemidji	Greater Red Lake	7,232	80%	101.3%	101.3%	3,263
Bemidji	Greater White Earth	7,743	75%	100.4%	100.4%	3,234
Bemidji	Ho-Chunk	3,530	74%	110.7%	110.7%	3,567
Bemidji	Huron Potawatomi	646	0%	133.1%	130.0%	4,188
Bemidji	Keweenaw Bay	1,673	61%	120.6%	120.6%	3,884
Bemidji	Lac Courte Oreilles	3,682	57%	110.2%	110.2%	3,549
Bemidji	Lac Du Flambeau	2,655	55%	114.5%	114.5%	3,688
Bemidji	Lac Vieux Desert	395	10%	139.6%	130.0%	4,188
Bemidji	Little River Ottawa	1,003	0%	127.3%	127.3%	4,100
Bemidji	Little Traverse Odawa	2,640	25%	114.6%	114.6%	3,690
Bemidji	Lower Sioux	353	10%	141.0%	130.0%	4,188
Bemidji	Gun Lake	291	0%	143.6%	130.0%	4,188
Bemidji	Menominee	7,148	85%	101.4%	101.4%	3,268
Bemidji	Hannahville	797	55%	130.3%	130.0%	4,188
Bemidji	Mille Lacs	2,125	74%	117.4%	117.4%	3,782
Bemidji	Bois Forte/Nett Lake	1,177	35%	125.2%	125.2%	4,033
Bemidji	Oneida	7,519	75%	100.8%	100.8%	3,246
Bemidji	Pokagon Potawatomi	2,525	0%	115.1%	115.1%	3,709
Bemidji	Prairie Island	344	46%	141.4%	130.0%	4,188
Bemidji	Shakopee	452	10%	137.8%	130.0%	4,188
Bemidji	Red Cliff	1,560	67%	121.5%	121.5%	3,913
Bemidji	Saginaw Chippewa	2,150	73%	117.3%	117.3%	3,777
Bemidji	Saulte Sainte Marie	9,210	66%	98.1%	98.1%	3,161
Bemidji	Sokaogon	549	10%	135.2%	130.0%	4,188
Bemidji	St Croix	1,537	72%	121.7%	121.7%	3,920
Bemidji	Stockbridge-Munsee	1,365	80%	123.2%	123.2%	3,970
Bemidji	Upper Sioux	532	10%	135.6%	130.0%	4,188
Billings	Blackfeet	12,391	74%	94.2%	94.2%	3,035
Billings	Crow	12,781	77%	93.8%	93.8%	3,022
Billings	Ft Belknap	5,733	79%	104.3%	104.3%	3,361
Billings	Ft Peck	9,668	68%	97.5%	97.5%	3,140
Billings	No. Cheyenne	7,599	81%	100.6%	100.6%	3,242
Billings	Wind River	10,677	65%	96.2%	96.2%	3,098
Billings	Flathead	10,699	5%	96.1%	96.1%	3,097
Billings	Rocky Boy	5,143	70%	105.8%	105.8%	3,408
California	Berry Creek/Mooretown/Feather Ri	3,054	55%	112.6%	112.6%	3,628
California	Cabazon	11	10%	186.6%	130.0%	4,188
California	Central Valley	5,087	60%	105.9%	105.9%	3,412
California	Chapa De	3,602	60%	110.5%	110.5%	3,558
California	Colusa	236	10%	146.3%	130.0%	4,188
California	Consolidated	2,402	55%	115.8%	115.8%	3,730
California	Greenville	1,218	60%	124.7%	124.7%	4,018
California	Hoopla	2,803	55%	113.8%	113.8%	3,665
California	Indian Health Council	4,400	55%	107.8%	107.8%	3,474
California	Karuk	1,758	60%	119.9%	119.9%	3,863
California	Lake County	1,251	60%	124.4%	124.4%	4,007
California	Lassen	899	60%	128.7%	128.7%	4,147

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California	Modoc	184	10%	149.6%	130.0%	4,188
California	Northern Valley	1,552	60%	121.5%	121.5%	3,915
California	Pit River	917	60%	128.5%	128.5%	4,139
California	Quartz Valley	106	10%	156.9%	130.0%	4,188
California	Redding Rancheria	3,812	60%	109.7%	109.7%	3,535
California	Riverside/San Bernardino	9,398	60%	97.8%	97.8%	3,152
California	Round Valley	1,194	60%	125.0%	125.0%	4,027
California	Santa Ynez	522	55%	135.9%	130.0%	4,188
California	Shingle Springs	671	60%	132.6%	130.0%	4,188
California	Sonoma County	3,923	60%	109.3%	109.3%	3,522
California	Southern Indian Health Council	1,833	60%	119.4%	119.4%	3,845
California	Sycuan	96	55%	158.2%	130.0%	4,188
California	Table Mountain	26	55%	175.3%	130.0%	4,188
California	Toiyabe	2,672	60%	114.4%	114.4%	3,685
California	Tule River	2,414	60%	115.7%	115.7%	3,728
California	Tuolumne	1,648	55%	120.8%	120.8%	3,890
California	United Indian Health Services	6,186	60%	103.3%	103.3%	3,329
California	Warner Mountain	114	55%	155.9%	130.0%	4,188
Nashville	Alabama Coushatta	864	52%	129.3%	129.3%	4,164
Nashville	Catawba	1,185	50%	125.1%	125.1%	4,030
Nashville	Cherokee	11,615	63%	95.1%	95.1%	3,062
Nashville	Chitimacha	422	23%	138.7%	130.0%	4,188
Nashville	Choctaw	8,210	83%	99.6%	99.6%	3,209
Nashville	Coushatta	427	20%	138.5%	130.0%	4,188
Nashville	Houlton Band Of Maliseet	389	58%	139.8%	130.0%	4,188
Nashville	Jena Band Of Choctaw	128	5%	154.3%	130.0%	4,188
Nashville	Miccosukee	709	5%	131.9%	130.0%	4,188
Nashville	Micmac	535	54%	135.6%	130.0%	4,188
Nashville	Mohegan	1,024	0%	127.0%	127.0%	4,092
Nashville	Narragansett	723	10%	131.6%	130.0%	4,188
Nashville	Oneida	2,079	79%	117.7%	117.7%	3,792
Nashville	Pass.. Township	923	60%	128.4%	128.4%	4,136
Nashville	Pass.-Pleasant Point	1,190	60%	125.0%	125.0%	4,028
Nashville	Penobscot	1,406	31%	122.8%	122.8%	3,957
Nashville	Pequot	982	10%	127.6%	127.6%	4,110
Nashville	Poarch Creek	2,371	27%	116.0%	116.0%	3,736
Nashville	St. Regis Mohawk	5,061	50%	106.0%	106.0%	3,414
Nashville	Seminole	3,347	22%	111.4%	111.4%	3,590
Nashville	Seneca	4,973	71%	106.2%	106.2%	3,422
Nashville	Tunica-Biloxi	251	0%	145.5%	130.0%	4,188
Nashville	Wampanoag Of Gayhead	303	10%	143.0%	130.0%	4,188
Navajo	Chinle	28,625	79%	83.2%	87.5%	2,819
Navajo	Tsaile	9,359	76%	97.9%	97.9%	3,154
Navajo	Crownpoint	22,337	61%	86.5%	87.5%	2,819
Navajo	Fort Defiance	31,072	15%	82.1%	87.5%	2,819
Navajo	Gallup	35,166	81%	80.5%	87.5%	2,819
Navajo	Tohatchi	9,362	64%	97.9%	97.9%	3,154
Navajo	Kayenta	15,526	78%	91.2%	91.2%	2,939
Navajo	Inscription House	4,975	79%	106.2%	106.2%	3,422
Navajo	Shiprock	46,322	81%	76.9%	87.5%	2,819

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Navajo	Dzilh Na O Dith Hle	5,993	78%	103.8%	103.8%	3,343
Navajo	Tuba City	29,087	73%	83.0%	87.5%	2,819
Navajo	Winslow	15,998	58%	90.8%	90.8%	2,926
Oklahoma	Claremore	32,085	74%	81.7%	87.5%	2,819
Oklahoma	Clinton	11,682	75%	95.0%	95.0%	3,060
Oklahoma	Haskell	4,006	81%	109.1%	109.1%	3,513
Oklahoma	Holton	1,819	75%	119.5%	119.5%	3,848
Oklahoma	Lawton	23,933	86%	85.5%	87.5%	2,819
Oklahoma	Pawnee	10,636	56%	96.2%	96.2%	3,099
Oklahoma	Tahlequah	16,935	85%	90.1%	90.1%	2,902
Oklahoma	Wewoka	11,241	85%	95.5%	95.5%	3,076
Oklahoma	Abs Shawnee	5,210	85%	105.6%	105.6%	3,402
Oklahoma	Chickasaw	30,421	85%	82.4%	87.5%	2,819
Oklahoma	Cherokee	68,283	85%	71.7%	87.5%	2,819
Oklahoma	Choctaw	32,975	85%	81.3%	87.5%	2,819
Oklahoma	Creek	24,829	77%	85.1%	87.5%	2,819
Oklahoma	Kaw	1,049	60%	126.7%	126.7%	4,082
Oklahoma	Kickapoo Of Kansas	599	10%	134.1%	130.0%	4,188
Oklahoma	Kickapoo Of Texas	538	10%	135.5%	130.0%	4,188
Oklahoma	Ponca Tribe Of Oklahoma	4,260	80%	108.3%	108.3%	3,487
Oklahoma	Kickapoo Of Oklahoma	5,939	82%	103.9%	103.9%	3,347
Oklahoma	Citizen Potawatomi	12,020	81%	94.6%	94.6%	3,048
Oklahoma	Iowa Of Oklahoma	1,248	60%	124.4%	124.4%	4,008
Oklahoma	Sac And Fox Of Oklahoma	8,651	73%	98.9%	98.9%	3,187
Oklahoma	Wyandotte / E Shawnee	713	10%	131.8%	130.0%	4,188
Oklahoma	Miami Consortium	8,398	75%	99.3%	99.3%	3,200
Phoenix	PIMC	49,783	81%	75.9%	87.5%	2,819
Phoenix	Keams Canyon/Hopi	6,882	84%	101.9%	101.9%	3,284
Phoenix	U&O	4,088	59%	108.8%	108.8%	3,505
Phoenix	Whiteriver	15,016	83%	91.7%	91.7%	2,953
Phoenix	Ft. Yuma	3,787	77%	109.8%	109.8%	3,537
Phoenix	Colorado River	5,247	64%	105.5%	105.5%	3,399
Phoenix	Peach Springs/Supai	2,449	64%	115.5%	115.5%	3,722
Phoenix	San Carlos	11,830	78%	94.8%	94.8%	3,054
Phoenix	Elko/Ely	2,746	67%	114.0%	114.0%	3,674
Phoenix	Gila River	19,771	81%	88.1%	88.1%	2,837
Phoenix	PITU	426	38%	138.6%	130.0%	4,188
Phoenix	Owyhee	1,553	76%	121.5%	121.5%	3,915
Phoenix	Schurz/Walker River	1,043	74%	126.8%	126.8%	4,084
Phoenix	Fallon/Lovelock/Yomba	1,816	58%	119.5%	119.5%	3,849
Phoenix	Pyramid Lake	1,723	54%	120.2%	120.2%	3,871
Phoenix	Reno-Sparks/Nevada Urban	3,359	64%	111.4%	111.4%	3,588
Phoenix	Las Vegas/Moapa	1,152	59%	125.5%	125.5%	4,042
Phoenix	Ft. Mcdermitt	848	50%	129.5%	129.5%	4,172
Phoenix	Washoe	2,258	51%	116.6%	116.6%	3,757
Phoenix	Yerington	655	66%	132.9%	130.0%	4,188
Portland	Burns Paiute	230	46%	146.6%	130.0%	4,188
Portland	Chehalis	856	67%	129.4%	129.4%	4,168
Portland	Coeur D'Alene	3,173	80%	112.1%	112.1%	3,612
Portland	Colville	7,531	54%	100.8%	100.8%	3,246

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Portland	Coos, L Umpqua, Suislaw	482	78%	136.9%	130.0%	4,188
Portland	Coquille	633	80%	133.4%	130.0%	4,188
Portland	Cow Creek	905	76%	128.6%	128.6%	4,144
Portland	Grand Ronde	3,465	77%	111.0%	111.0%	3,575
Portland	Hoh	77	68%	161.0%	130.0%	4,188
Portland	Jamestown S'Klallam	336	70%	141.7%	130.0%	4,188
Portland	Kalispel	437	51%	138.2%	130.0%	4,188
Portland	Klamath	2,478	49%	115.4%	115.4%	3,717
Portland	Kootenai	166	68%	151.0%	130.0%	4,188
Portland	Lower Elwha	851	61%	129.5%	129.5%	4,170
Portland	Lummi	4,569	67%	107.3%	107.3%	3,458
Portland	Makah	1,902	68%	118.9%	118.9%	3,829
Portland	Muckleshoot	2,934	58%	113.2%	113.2%	3,646
Portland	Nez Perce	3,727	59%	110.0%	110.0%	3,544
Portland	Nisqually	910	40%	128.6%	128.6%	4,142
Portland	Nooksack	976	71%	127.6%	127.6%	4,112
Portland	Nw Band Of Shoshoni	205	46%	148.2%	130.0%	4,188
Portland	Port Gamble	919	72%	128.4%	128.4%	4,138
Portland	Puyallup	7,469	72%	100.9%	100.9%	3,249
Portland	Quileute	556	57%	135.0%	130.0%	4,188
Portland	Quinault	2,558	54%	115.0%	115.0%	3,704
Portland	Samish	144	0%	152.8%	130.0%	4,188
Portland	Sauk-Suiattle	138	59%	153.4%	130.0%	4,188
Portland	Shoalwater Bay	308	82%	142.8%	130.0%	4,188
Portland	Shoshone-Bannock	5,883	61%	104.0%	104.0%	3,351
Portland	Siletz	4,727	43%	106.9%	106.9%	3,443
Portland	Skokomish	931	61%	128.3%	128.3%	4,132
Portland	Spokane	2,676	56%	114.4%	114.4%	3,684
Portland	Snoqualmie	501	0%	136.4%	130.0%	4,188
Portland	Squaxin Island	746	65%	131.2%	130.0%	4,188
Portland	Stillaguamish	177	71%	150.1%	130.0%	4,188
Portland	Suquamish	494	73%	136.6%	130.0%	4,188
Portland	Swinomish	1,079	10%	126.3%	126.3%	4,070
Portland	Tulalip	3,472	58%	111.0%	111.0%	3,574
Portland	Umatilla	2,885	70%	113.4%	113.4%	3,653
Portland	Upper Skagit	420	35%	138.8%	130.0%	4,188
Portland	Warm Springs	4,695	70%	107.0%	107.0%	3,446
Portland	Yakama	11,988	63%	94.6%	94.6%	3,049
Portland	Western Oregon (Chemawa)	2,844	83%	113.6%	113.6%	3,659
Tucson	Tonono O'Odham	18,778	65%	88.7%	88.7%	2,858
Tucson	Yaqui	4,833	31%	106.6%	106.6%	3,434
		1,427,726				<b>\$ 3,221.38</b>

Operating unit means any of a number of terms (service unit, contract, compact, hospital, etc.) and reflects the local delivery system organization. 1997 user counts are used temporally and will be replaced with revised counts in the near future. Internal % means the % of OU \$ used for delivering services within the OU (not purchased). The raw efficiency index is from the actuary's technical report and is based on a sliding curve related to the user count. The index was adapted from IHS analysis of RRM standards. OUs with less than 15,000 users get a sliding % added to the \$2,980 benchmark cost. OUs with user counts more than 15,000 get a sliding % subtracted from the \$2,980 benchmark cost. Alaska's efficiency index is the average of local OUs (within the system) x the Alaska price factor. The efficiency adjusted cost is the expected internal cost of the operating unit weighted by the internal percentage.